Synopsis

on

A Study of Employee Machiavellianism and Their Individual and Organizational Consequences

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1. Topic of the research

A study of employee Machiavellianism traits along-with their individual and organization consequences.

2. Introduction

The original idea of Machiavellianism can be traced to Machiavelli, who wrote ‘‘The Prince’’ in sixteenth-century Italy. The academic interest in the construct grew with Christie and Geis’s contribution who presented it as a personality variable for describing people with a Machiavellian disposition (Christie & Geis, 1970)The last one decade is witnessing an upsurge in the research on Machiavellianism, and one possible reason could be an increase in corporate scams throughout the world and in India such as Satyam Scam Case (2009), Common wealth (Games Scam 2010). The growing self-centric behavior is a serious threat to Indian society. (Christie & Geis, 1970) identified three key characteristics of a Machiavellian personality. Machiavellianism predicts career ambition, which in turn fosters unethical behavior intention. Since previous studies have found empirical support for the Machiavellianism-unethical behavior intention relationship, the relationship between Machiavellianism and unethical behavior intention may be significant in the research model. Therefore, I posit that career ambition partially mediates the relationship between Machiavellianism and unethical behavior intention. Machiavelli has had a walk-on role in several contributions to this journal (Burns, 2005; Fairhurst and Cooren, 2009;). We propose to give him a feature role. To do so, they draw on what may seem, initially, to be an unlikely context. The context is that of Positive Organization Scholarship, Author shall develop a script from the resources that POS provides

to create a frame within which Machiavelli's contribution to leadership can be reassessed. Machiavellianism as a concept, or "popular discourse ", in political history is a term for the political philosophy of the Italian Renaissance diplomat Niccolò Machiavelli. Machiavellian ideology is often depicted "as godless, scheming and self-interested". Behavioral flexibility has been operationalized by in terms of capabilities. They explained Behavioral flexibility as capabilities refer to an individual who can perform a particular behavior when the situation requires. The more flexible individual is the one who is capable of showing a wider range of appropriate behavioral in responses to the situation.

Machiavellianism is a personality trait cantered on manipulativeness, callousness, and indifference to morality. Though unrelated to the historical figure or his works, the trait is named after the political philosophy of Niccolò Machiavelli, as psychologists Richard Christie and Florence Geis used edited and truncated statements inspired by his works to study variations in human behaviors. Their Mach IV test, a 20-question, Likert-scale personality survey, became the standard self-assessment tool and scale of the Machiavellianism construct. Those who score high on the scale (High Machiavellianism) are more likely to have a high level of deceitfulness and a unempathetic temperament. In the 1960s, Richard Christie and Florence L. Geis wanted to analyze those who manipulated others, and developed a test using a selection of statements, including a few truncated and edited sentences from Machiavelli's works as test items, naming the construct "Machiavellianism" after Machiavelli. They wanted to assess whether or not those who were in agreement with the statements would behave differently than others who disagreed, specifically in regards to manipulative actions. Their Machiavellian IV test, a 20-question, Likert-scale personality survey, became the standard self-assessment tool of the Machiavellianism construct. Using their scale, Christie and Geis conducted multiple experimental tests that showed that the interpersonal strategies and behavior of "high Machiavellianism" and "low Machiavellianism" differ. People scoring high on the scale (high Machiavellianism) tend to endorse manipulative statements, and behave accordingly, contrary to those who score lowly (low Machiavellianism). Their basic results have been widely replicated. Measured on the Machiavellian- IV scale, males score, on average, slightly higher on Machiavellianism than females. Leadership has been defined in many ways based on different perspectives which examine variables such as traits of effective leaders, leadership styles, the concept and use of power, personal and environmental contingencies, and leadership models and theories. Yet in the many articles that have been

written and about 350 definitions given by a variety of experts, the findings have not been conclusive as to what entails effective leadership.

Our synopsis includes 66 studies related to 21 specific countries. The following table shows the number of studies done in different countries:

Sr.no	Name 0f country	No. of studies
1	Australia	7
2	Canada	1
3	China	14
4	Germany	6
5	Greece	1
6	Hungary	1
7	India	4
8	Italy	1
9	Republic of Korea	1
10	Liechtenstein	1
11	Mexico	1
12	Netherlands	4
13	Pakistan	3
14	Poland	1
15	Portugal	1
16	Russia	1
17	Spain	1
18	Tunisia	1
19	Turkey	1
20	UK	1
21	USA	13

3. Review of Literature

3.1.Antecedents

(Qian & Jian, 2020) results indicate that ethical leadership has both a direct and indirect effect on organizational cynicism through the mediating role of leader-member exchange (LMX) and organizational identification. However, a surprising finding is that the mediating mechanisms

of LMX and organizational identification are not in a parallel structure, but in a serial pattern. That is, the mediating role of LMX is further mediated by organizational identification. The another study by (Langhof & Güldenberg, 2020) include two major objectives. Firstly, Frederick's leadership is explored and characterized. Secondly, it is examined as to why a leader may (or may not) adopt servant leadership behavior in the case of Frederick II, King of Prussia. This study shows Frederick remains a rather non-transparent person of contradictions. The authors identified multiple reasons which explain why a leader may adopt servant leadership. Frederick's motives to adopt a certain leadership behavior appear timeless and, thus, he most likely shares the same antecedents with today's top executives. The Results from four studies in multiple contexts drawing on different data sources provide full support for the proposition that Machiavellian employees prefer forming transactional psychological contracts (schemas of their employee–employer relationship that are economic in nature) and that such contracts mediate the relationship between Machiavellianism and supervisor-rated (a) organizational citizenship behaviors and (b) deviant behaviors, respectively..(Zagenczyk *et al*., 2014). One more study by (Jaiswal & Bhal, 2014) present the impact of the characteristics of the target and organizational culture on the use of different impression management tactics by subordinates for getting good performance rating (goal). This study specifically focuses on Machiavellian characteristics of a target (leader in this case) and Machiavellian organizational culture. This is a 2 * 2 experimental study where the target is the leader and the actor is subordinate, i.e., the subordinate tries to impress the leader. The present work will focus on the two-player prisoner's dilemma game, where one of players shows features of a transactional and transformational leader. Their interest was in psychological and game-theoretic mechanisms that enforce such leadership already in a one-shot (single-round) situation (Babajanyan *et al*., 2020).In this study the author seeks to advance the bottom-line mentality literature by exploring an antecedent and outcome of employee bottom-line mentality. We build and test a moderated- mediation model by arguing that the personality trait of Machiavellianism promotes an employee's adoption of a bottom-line mentality. Moreover, drawing on trait activation theory, we argue that this relationship is fully activated when the employee perceives that the organisation endorses a bottom-line mentality.(Eissa *et al*., 2019)

3.2. Negative outcomes of Machiavellian behaviour

(Todorovic & Schlosser, 2007) asserted that a charismatic leader will stimulate positive employee organizational citizenship behaviour, whereas a Machiavellian leader will stimulate

negative employee impression management practices. Understanding the role leadership plays in today's environment, entrepreneurs will be better able to equip their human resource to achieve their vision of tomorrow. In the supportive evidence, (Belschak *et al*., 2018) argued that Machiavellian employees have a negative worldview and are likely to trust their leaders less. This reduced trust likely results in these employees experiencing higher stress and engaging in more unethical behavior. On building on upper echelons theory, (Chandler *et al*., 2020) asserted that Machiavellian chief executive officers (CEOs) seek out strategic alliances-as doing so provides opportunities to manipulate, control, and exploit others—and that their tendency toward manipulative and controlling behaviors results in less sustainable alliances. There findings also revealed that the effect of CEO Machiavellianism on the engagement and sustainability of strategic alliances is affected by operating in family firms. (Zettler *et al.,* 2011) results support the hypotheses that Machiavellianism is related negatively to other-related work commitment (organizational, supervisor, and team commitment), and explains unique variance in all criteria above the six broad dimensions of personality (HEXACO model of personality). Drawing on trait activation theory,(Greenbaum *et al*., 2017) examined a person-situation interactionist model to predict unethical behavior in organizations. In particular, they examined abusive supervision as a condition under which employee Machiavellianism is activated and thus more strongly predicts unethical behaviour. The results of their field studies indicate that the interaction of amoral manipulation and abusive supervision is the most predictive of unethical behavior, whereas experimental findings indicated that the interaction of desire for control and abusive supervision is the primary predictor of unethical behavior. (Kiazad *et al*., 2010) found that supervisor Machiavellianism was positively associated with subordinate perceptions of abusive supervision whereas subordinate perceptions of authoritarian leadership behavior fully mediated the relationship between supervisor Machiavellianism and abusive supervision, and organization-based self-esteem (OBSE) moderated the relationship between authoritarian leadership and abusive supervision, such that low-OBSE employees were more likely to perceive higher levels of authoritarian leadership as abusive. (Gigol, 2020) presents an intermediate role of work engagement between supervisors' leadership and the unethical pro-organizational behaviour of subordinates. The survey shows that authentic leadership induces subordinates to engage in unethical pro-organizational behavior. (Spanou *et al*., 2020) intended to detect combinations of Machiavellian and bullying actions and to point out their determinants by studying five students' networks from Higher Education departments in central Greece (Business Administration, Veterinary and Physical Education & Sport Science) and found that Physical Education department exhibits denser bullying and Machiavellianism.

Students who try to get beneficial information from their colleagues are susceptible to harm others. Deception is often more likely to happen under conditions of controllability. Making fun is present together with causing unhappiness. Victims of bullying in childhood are susceptible to be bullies as students. Students of high economic status seem to avoid the practice of bullying. The another study was conducted by (Láng & Birkás, 2014) to investigate the relationship between Machiavellianism and family functioning in adolescence. This is the first study that systematically explored the potential relationship between Machiavellianism and family functioning in adolescence. Higher Machiavellianism scores were positively related to more disengaged, more chaotic and less rigid family functioning. Thus, high-Mach adolescents' families can be found towards the upper-left corner of the Circumplex Model compared to low-Mach adolescents' families. High-Mach adolescents also reported poorer family communication and less satisfaction with family life than their low-Mach peers. Numerous studies show that high levels of Entrepreneurial Orientation (EO) in firms positively influence firm performance. Yet, high levels of Dark Triad (DT) traits – narcissism, Machiavellianism, and psychopathy – of managers might work detrimental to EO. Our study empirically tests if top managers who score high on Dark Triad traits have a negative influence on firm performance, reducing the merits of EO. Accordingly, selfish behaviour, emotional coldness, propensity for duplicity, and top managers' quest for self-promotion, status, and dominance lead to behaviour that reduces the positive influences around innovativeness, proactiveness, and risk-taking of EO(Bouncken *et al*., 2020).The results of another study showed that Machiavellianism and psychopathy negatively affected sustainable entrepreneurial orientation (SEO), and narcissism positively affected SEO; psychological resilience and SEO had a significant positive association; and psychological resilience had a moderating effect on the relationship between the three elements of the dark triad and SEO. Our research has reference value and its findings have important implications for entrepreneurship research and education.(Wu *et al*., 2019)

3.3.Positive outcomes of Machiavellian behaviour

In contrast to these findings, (Kwak & Shim, 2017) finding revealed that ethical leader behaviors demonstrated by Machiavellian supervisors were effective whether or not they were genuine, ethical leadership training and development are suggested to help promote desirable employee work behaviors, including voice. By taking MBAs students into sampling pool (Wu *et al*., 2019) has found that Machiavellianism has a positive effect on entrepreneurial self-

efficacy (ESE) and entrepreneurial intention (EI); and ESE has a mediating effect on the three members of the dark triad (that consists of narcissism, psychopathy and Machiavellianism) and EI. (Zettler *et al.*, 2011) also found that Machiavellianism is related positively to self-related work commitment (career commitment). Although the present study focused on leader emergence, one might expect that leaders possessing these traits and exhibiting the associated behaviors would also be more effective leaders than those who do not, as previous studies showed that extraversion and openness were positively related to leader performance. College students might be relieved to know that students who assume leadership roles tend to be extraverted and open to new experiences, and tend not to be aggressive or neurotic or Machiavellian. Many of the leadership positions held were club officers, team captains, and resident assistants who are elected or appointed after a screening process. It may be that those traits lead them to seek those positions. It is also possible that those electing or appointing are responding to those traits. (Conard, 2020). In a study run by (Andrea & Conway, 1982) considered that in relation to the organizational environment of public elementary schools, suggest that a high Mach leader might function most effectively in schools where an active leadership role is required, where the leader is not required to become intimately or personally involved with staff, and where high staff involvement is not essential to task achievement. Conversely, a low Mach principal might prove more effective in a school environment which is relatively stable, where maintenance skills are important and where a personalized relationship with staff and high staff participation in decisions is related to task achievement. The evidence of study run by (Okanes & Stinson, 1974) shows those who scored higher in Machiavellianism (High Machiavellianism) tended to manipulate others more, win more, and persuade others more than those who scored lower on the scale (Low Machiavellianism). These results occurred when Ss were in loosely structure face-to-face groups where a "latitude for improvisation" existed. Moreover, in mixed Mach groups, High Machiavellianism tended to initiate and control group structure. They also tended to be preferred as partners, evaluated as being more persuasive, and identified and selected as leaders more often. To validate the study an alternative model is proposed, by (Wastell & Booth, 2003) which asserts that the Machiavellian is a person who is unconnected to his or her own emotion, that is he or she is alexithymic. This deficit results in an inability to emotionally connect to others with the result that other people are treated as objects to be controlled to meet his or her self-focused goals. The was tested on a general population sample of university students. Findings indicate that Machiavellianism was highly associated with alexithymia. In particular Machiavellianism was positively associated with externally orientated thinking and difficulty in identifying feelings.

In addition, Machiavellianism was positively associated with shame proneness but negatively associated with guilt proneness. The result of another study from multiple regressions showed that leaders' Dark Triad traits had, depending on the specific Dark Triad trait, bright and dark sides for employees. Narcissism turned out to be the brightest Dark Triad trait with benefits for subordinates' objective and subjective career success, and with no adverse effects on subordinates' well-being. Extending previous research by investigating the link between leaders' Dark Triad traits on subordinates' outcomes, we found evidence for the assumption that Machiavellianism and psychopathy have detrimental effects, also when considering subordinates' career success and well-being.(Volmer *et al.,* 2016). Two studies are conducted by (Dahling *et al*., 2009).Study 1 developed and tested the factor structure of the scale, whereas Study 2 provided evidence for the convergent, divergent, and criterion-related validity of the MPS. The results of these studies supported the a priori factor structure of the MPS and indicated that it is a valid predictor of such outcomes as job satisfaction, task performance, and counterproductive work behaviours. under the study author examine the effect of Machiavellianism on whistle blowing, focusing on the underlying mechanisms through which Machiavellianism affects whistle-blowing. Author find that Machiavellianism has an indirect effect on whistle-blowing through perceived benefits and perceived responsibility. Finally, Author find that a strong ethical environment, relative to a weak ethical environment, increases whistle-blowing intentions incrementally more for individuals who are higher in Machiavellianism. Taken together, these findings extend our understanding of how Machiavellianism and an organization's ethical environment impact whistle-blowing (Dalton & Radtke, 2013). Earlier studies found high Machiavellianism to be more successful than low Machiavellianism in face-to-face situations. In this study author concluded that Machiavellianism, task orientation, and their interaction accounted for 46% of the variance in the teams' effectiveness. This study extends the work on Machiavellianism in that the context offered little opportunity for meaningful face-to-face interaction among compering groups, yet groups scoring high in Machiavellianism made strategic and operating decisions which led to substantially more favourable outcomes.(Jones & White, 1983).Although the present study focused on leader emergence, one might expect that leaders possessing these traits and exhibiting the associated behaviors would also be more effective leaders than those who do not, as previous studies showed that extraversion and openness were positively related to leader performance. College students might be relieved to know that students who assume leadership roles tend to be extraverted and open to new experiences, and tend not to be aggressive or neurotic or Machiavellian. Many of the leadership positions held were club officers, team

captains, and resident assistants who are elected or appointed after a screening process. It may be that those traits lead them to seek those positions. It is also possible that those electing or appointing are responding to those traits. (Conard, 2020).The primary objective of the study stated by (Gleason et al., 1978) is to gather data on emergent leadership under conditions in which both a situational factor, task structure, and a personality characteristic, Machiavellianism, are varied. There was only one major effect for the personality variable: the notable finding that Medium Machiavellianism were preferred as leaders to those at either extreme. Machiavellianism did make a difference in leader choice. Medium Machiavellianism were rated as leaders significantly more than High or Low Machiavellianism, especially in the Low Structure condition. Low Structure increased emergent leadership across Machiavellianism level, while High Structure increased group members' satisfaction. The finding of another study indicated that (a) managerial coaching was positively related to subordinates' workplace well-being; (b) perceived insider status mediated the linkage between managerial coaching and subordinates' workplace well-being; and (c) Chinese traditionality moderated the indirect relationship between managerial coaching and subordinates' workplace wellbeing via perceived insider status, such that the indirect effect was stronger for subordinates with low rather than high Chinese traditionality. (Zhao & Liu, 2020).Machiavelli should be a central and canonical text for management education, even in the age of positive organizational literatures. We give it this role by considering the case of the virtuous leader. Our proposition is simple: virtuous leaders live and act, like anybody else, in the power circuits that are constitutive of reality. Therefore, they participate in power dynamics that sometimes make them face the need to decide in ways that do not correspond to normative positive precepts. Machiavelli shows that even virtuous leaders must do what needs to be done, while trying to preserve one's values and move in the direction of noble, high purpose goals (Cunha, 2013).

Potentially linked Variable

(Hutchinson & Hurley, 2013) aimed to explore the potential for emotionally intelligent leadership as a way to mitigate bullying behaviour within nursing workplace environments and found that While both leadership and emotional intelligence capabilities offer real potential to mitigate bullying behaviour, disparity exits between clinical and managerial nurses toward preferred leadership styles. The study aims at improving the understandings of the relationship between transformational leadership style and employee job satisfaction, considering the

gender as the moderator and perceived organizational politics and perceived organizational commitment as mediators among the banking sector employees in North Cyprus. Study suggested a positive relationship between transformational leadership and employee satisfaction. The findings also indicated that the perceived organizational politics and organizational commitment did play a mediating role on the relationship between transformational leadership style and employee satisfaction (Dappa *et al.*, 2019). The research aimed to assess proposed associations between organizational politics and employee engagement, employee stress (or more correctly 'strain'), and work meaningfulness. Very few studies have examined these associations. These relationships were shown to be partially mediated by meaningful work. As such, politics had significant indirect effects on engagement and stress through meaningful work. The results also showed a significant and direct association between stress and engagement. (Landells & Albrecht, 2019). Authors examine the relationships between perceived organizational politics, knowledge hiding, and employee creativity. In addition, we aim to examine the moderating role of professional commitment in the relationship between perceived organizational politics and knowledge hiding. They found that perceived organizational politics positively predicts knowledge hiding that, in turn, negatively predicts employee creativity (Malik *et al*., 2019). The purpose of this research is to answer this question by exploring the impact of employee's perceived organizational politics (POP)—a social context in which complicated interpersonal relationships make it difficult to predict the outcomes of voice—on promotive and prohibitive voice. Results from an experimental scenario study and a time-lagged field study revealed that POP is negatively related to the two types of voice through psychological uncertainty, even after controlling for psychological safety and felt obligation to voice. Furthermore, job autonomy weakened the negative influence of psychological uncertainty on promotive voice, whereas job security weakened the negative influence of psychological uncertainty on prohibitive voice (Li *et al*., 2020). A logical position emphasized by the service-oriented organizations that 'the customer is always right' and the organizational policies that requires employees to make customer happy, even in situations involving customer uncivil behavior has continued to be one of the antecedents of employees' negative outcomes. Applying the conservation of resources theory (COR), the current study develops and tests a research model that investigates the relationships between customer incivility (CIVT), emotional exhaustion (EEXT), turnover intentions (TINT) and job satisfaction (JSAT). The findings demonstrate that EEXT partially mediates the effect of CIVT on TINT while it fully mediates the effect of CIVT on JSAT. Implications of the findings for the literature and limitation are discussed (Alola *et al.*, 2019). (Anasori *et*

al., 2020) study proposes and tests a moderated mediation model investigating the direct and mediated effect of workplace bullying on employee emotional exhaustion via psychological distress and resilience with mindfulness as a moderating variable, under the lens of COR and JD- R theory. The results show that workplace bullying significantly predicted emotional exhaustion, and resilience and psychological distress partially mediated this relationship. The aim of (Liu *et al.*, 2020) was to examine the reciprocal relationships of emotional labour strategies with emotional exhaustion and professional identity. We found that emotional exhaustion was positively related to surface acting (but not vice versa); deep acting was negatively related to emotional exhaustion (but not vice versa); professional identity was positively related to deep acting (but not vice versa) Our findings suggest that deep acting and professional identity may decrease the level of emotional exhaustion, whereas emotionally exhausted nurses are more likely to employ surface acting strategies. The purpose of (Berraies & Bchini, 2019) research is to investigate the effect of transformational and transactional leadership styles on firms' financial performance in a context of knowledge intensive firms and the mediating role of exploitative and exploratory innovations in this relationship. As a result, the empirical study revealed that the transformational leadership style is a key determinant of exploitative and exploratory innovations and firms' financial performance. (Schmid *et al.*, n.d.) introduce the concept of "exploitative leadership," which is mainly characterized by high levels of leader self-interest. Author analyse the relations between exploitative leadership and follower outcomes, considering individual-level as well as team-level effects. By extending the range of theoretical and measurable behaviors leaders may show, we hope to allow research to take into account a more complete picture of destructive leadership. The purpose of (Khursheed, n.d.) study was to investigate the impact of Exploitative leadership on Family incivility working in different private educational sectors of Pakistan. The study also tested the mediating role of Negative Affectivity in the given relationship between Exploitative Leadership and Family Incivility. This study also explored the moderating role of Locus of Control between the relationship of Exploitative Leadership and Negative Affectivity. Results of the study showed that locus of control were not moderating the relationship between exploitative leadership and negative affectivity in such a way that it weakens the relationship. Previous research has merely centred on employees' feeling of being trusted by their leaders and its influences on their work-related outcomes, but there is little work about the impact of leader feeling trusted by employees. Authors findings indicate that the leader's moral identity would affect the decisions of the trusted leader to behave better or worse, which promotes benevolent leadership behavior through enhanced felt obligation, and lessens laissez-faire

leadership behavior via reduced moral credits.(Chen *et al*., 2019). The paper of (Spence, 2015) introduces the concept of employee receptivity and reviews an array of factors that may influence participation. After reviewing pilot data from an employee wellbeing research project, three primary conclusions are presented. Finally, there may be times when organisations would be far better served by concentrating on basic human relations issues than making sizable investments in formal, structured employee wellbeing programs. Staff wellbeing is important for individuals and considered integral to the development and maintenance of high performing health systems. Unless baseline parameters of wellbeing are known, the effects of any interventions to improve staff wellbeing will remain uncertain. Baseline indices of wellbeing of the frontline staff in a central city ED have been documented. These have informed wellbeing interventions. Future measures can be compared against these data (Kumar *et al*., 2019). The study conducted by (Spence Laschinger & Fida, 2014) investigated the influence of authentic leadership, an organizational resource, and psychological capital, an intrapersonal resource, on new graduate burnout, occupational satisfaction, and workplace mental health over the first year of employment. Results supported the protective role of organizational and intrapersonal resources against burnout, job dissatisfaction, and mental health. (Zhao & Liu, 2020) study sheds new light on the intervening process (i.e., perceived insider status) that explains how managerial coaching influences subordinates' workplace well-being. The findings also extend the current literature by adding a substantive moderator (i.e., Chinese traditionality) to explain when and why subordinates increase their well-being when faced with managerial coaching. Authors examined the relationships between empowering leadership employee outcomes (creativity and job performance) and the mediating (voice behaviour and taking charge) and moderating (reward omission) variables in these relationships. our research addressed a specific gap in understanding the boundary conditions for empowering leadership to be effective. They conclude with theoretical and practical implications of our findings as well as future research directions.(Zhang *et al*., 2020). Authors propose that perceiving the leader as unjust makes it less likely that followers use their leader as a role model and can motivate followers to overcome fear and resignation, eventually resulting in followers' speaking up in cases when leaders fail to do so. Results from two studies in organizations support our assumption that jointly considering leader and follower silence can reveal surprising effects and thus inspire new research complementing current approaches to overcome silence and its detrimental effects for organizations and their stakeholders (Zill *et al*., 2020). To explore the relationships among perceived work environment, psychological empowerment and job engagement of

clinical nurses in Harbin, China. Perceived work environment was a significant positive direct predictor of psychological empowerment and job engagement. Psychological empowerment was a significant positive direct contributor to job engagement and had a mediating effect on the relationship between perceived work environment and job engagement (Fan *et al*., 2016).

Tabular presentation of Empirical studies related to Employee Machiavellianism.

Sr no.	Author/Year	Title	Purpose	Findings
1.	(Carré *et al.*, 2020)	Perceiving opportunities for legal and illegal profit: Machiavellianism and the Dark Triad	Authors examined whether individuals high in Machiavellianism perceived more opportunities to commit fraud above and beyond the other Dark Triad traits.	They predicted that individuals high in Machiavellianism would perceive increased fraud opportunities. Although this hypothesis was supported, the raw effect size was weak. Nevertheless, when controlling for the overlap among the Dark Triad, Machiavellianism was a positive predictor of perceiving increased legal and illegal opportunities for profit
2	(Lata & Chaudhary, 2020)	Dark Triad and instigated incivility: The moderating role of workplace spirituality	The present study investigates the linkage between Dark Triad personality traits and instigated incivility to supervisors and colleagues at work. Based on the assumptions of social control theory, the study also examines the moderating effect of workplace spirituality on these relationships using samples from academic institutions.	The findings of the present study will add value to the workplace incivility literature by examining the role of negative personality traits in the instigation of incivility at work. It will also enrich the literature on social control theory and workplace spirituality by investigating if and how spiritual work environment affects the linkage between the Dark Triad and instigated incivility to supervisors and colleagues.
3	(Gürlek, 2020)	Shedding light on the relationships between Machiavellianism, career ambition, and unethical behavior intention	This research aims at revealing how Machiavellianism correlates with the propensity to engage in unethical behavior. The mediating role of career ambition was thus investigated for this purpose. This research posits that career ambition partially mediates the relationship between Machiavellianism and unethical behavior intention	The findings revealed that Machiavellianism positively correlated with career ambition and unethical behaviour intention. Furthermore, the mediating role of career ambition in the relationship between Machiavellianism and unethical behavior intention was verified. Specifically, Machiavellianism predicted career ambition, which in turn predicted unethical behavior intention. Finally, considering the fact that the dark sides of the antecedents and consequences of career ambition have been neglected to a significant extent in the literature, the current study makes a significant contribution to filling this gap.
4	(Habiba *et al.*, 2019)	The Relationship between Ethical Leadership and Work	The purpose of this study was to find out the influence of ethical	This study found that Machiavellian leaders show ethical leaders' reactions to their supporters and

		Engagement: Moderation of Machiavellianism	leadership on work engagement and to test the role of leader Machiavellianism in the relationship between ethical guidance and work engagement	benefit from the motivational leadership (Den Hartog & Belschak 2012). Regression analysis was carrying out to observe the association between ethical leadership and work engagement. The consequences of linear regression reveal beta value .450 (p=.000) show the significant constructive association of ethical leadership and work engagement.
5	(Erkutlu & Chafra, 2019)	Leader Machiavellianism and follower silence: The mediating role of relational identification and the moderating role of psychological distance	The purpose of this paper is to examine the relationship between leader Machiavellianism and employee's quiescent silence. Specifically, the authors take a relational approach by introducing employee's relational identification as the mediator. The moderating role of psychological distance in the relationship between leader Machiavellianism and quiescent silence is also considered	The results of this study supported the positive effect of leader Machiavellianism on employee's quiescent silence as well as the mediating effect of employee's relational identification. Moreover, when the level of psychological distance is low, the relationship between leader Machiavellianism and quiescent silence is strong, whereas the effect is weak when the level of psychological distance is high
6	(Ruiz-Palomino & Linuesa-Langreo, 2018)	Implications of person–situation interactions for Machiavellians' unethical tendencies: The buffering role of managerial ethical leadership	This investigation sheds light on Machiavellianism in the workplace and explores some actions that can buffer its negative effects on employees' ethical intention	Authors find that high levels of this dark trait can make it easier for ethical managers to exert positive influences. In other words, high Machiavellianism' unethical tendencies can be reduced, but not changed, through the guidance of ethical leaders. Many research opportunities remain regarding the extent to which other organizational mechanisms might be necessary and appropriate to steer high Machiavellianism' behaviour in ethical directions and shape it more effectively, to ensure ethical workplace behaviour.
7	(Rehman *et al.*, 2018)	Machiavellianism, Influential Tactics and Well-being Among Indian College Students	The present paper aimed to explore Machiavellianism, soft and hard influential tactics and subjective as well as psychological well-being (PWB) among final-year students of professional courses from New Delhi, India. The relationship between Machiavellianism and well-being was explored directly as well as indirectly through soft and hard influential tactics.	The paper explored the relationship between Machiavellianism, influential tactics and well-being among final-year college students and found significant relationships among them. The paper also found significant differences between low and High Machiavellianism in terms of their influential tactics. Furthermore, we explored the mediating effect of influential tactics in the relationship between Machiavellianism and well-being and found a medium effect size. The relationship between

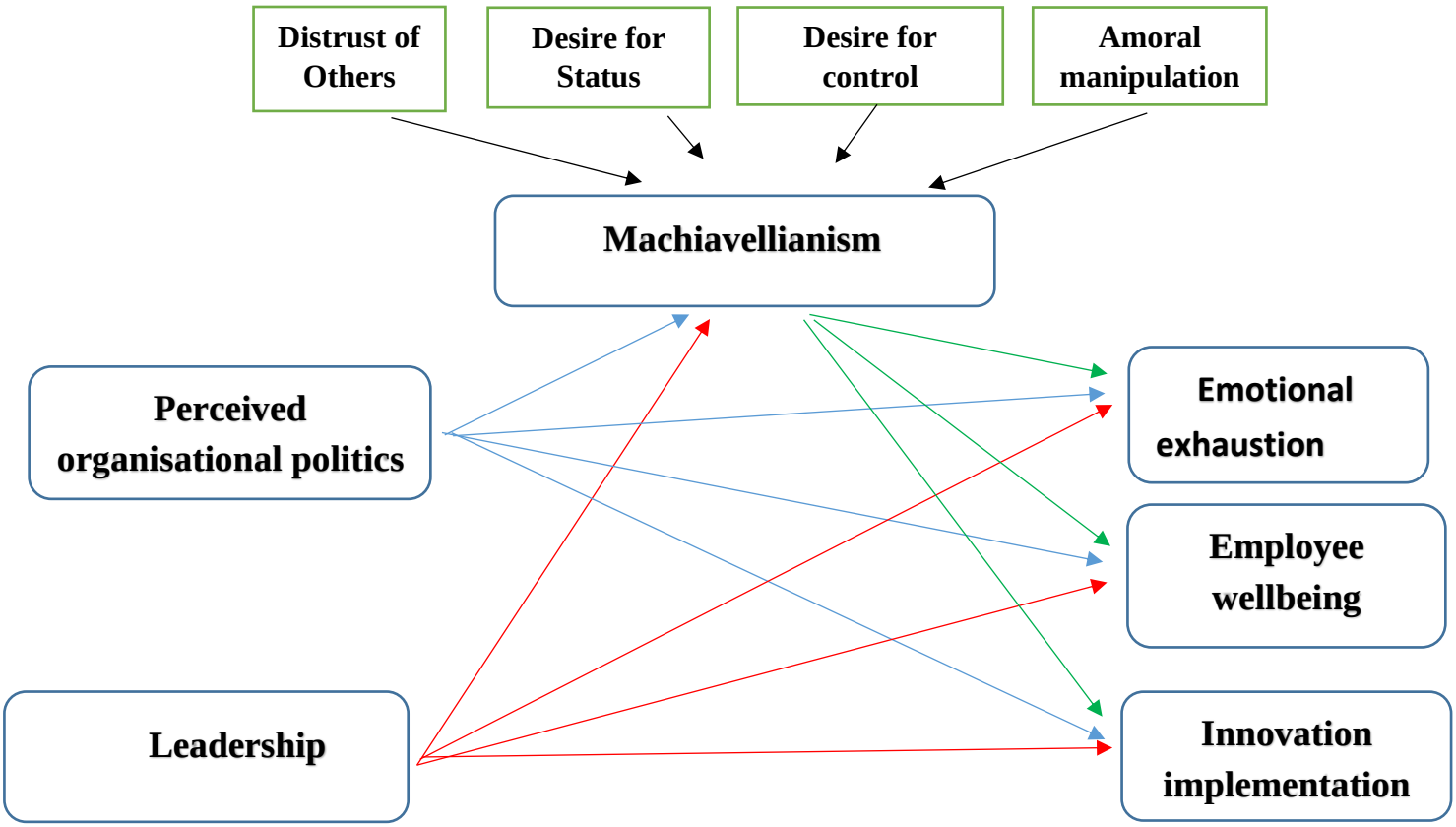
				Machiavellianism and well-being was examined directly and indirectly through hard and soft influential tactics.
8	(Shafer & Wang, 2018)	Machiavellianism, social norms, and taxpayer compliance	This study is the first to examine the relationships among Machiavellianism, social norms and taxpayer intentions to fraudulently overstate their deductions	The findings imply that experimental research that controls for key personality traits such as Machiavellianism will be necessary to test the effectiveness of potential interventions designed to enhance social norms and tax compliance. Our findings also raise questions regarding the validity of certain social nor measures used in recent studies, particularly in the case of high Machiavellians. In contrast to much prior research, gender was not associated with the likelihood of committing tax fraud in our multivariate models, suggesting that the higher levels of tax compliance often associated with females may be eroding.
9	(Belschak *et al.,* 2018)	Birds of a Feather can Butt Heads: When Machiavellian Employees Work with Machiavellian Leaders	Authors propose that leadership can help to manage such employees in a way that reduces undesirable and increases desirable behaviors. Studies on the effects of leadership styles on Machiavellian employees are scarce	A contribution of this study lies in the exploration of the disruptive effects of Machiavellian leadership on employees in general and on Machiavellian employees in particular. This has not yet been addressed in research to date. Their findings suggest that Machiavellians should be managed carefully in order to avoid detrimental consequences for the organization. Clearly more research is needed on how to effectively manage this specific group of members of the organization
10	(Sendjaya *et al.,* 2016)	Are Authentic Leaders Always Moral? The Role of Machiavellianism in the Relationship Between Authentic Leadership and Morality	This study empirically examines the moral antecedents and consequences of authentic leadership. Machiavellianism, an individual difference variable relating to the use of the 'end justifies the means' principle, is predicted to affect the link between morality and leadership	Findings suggest that Machiavellianism is germane to understanding ratings of authentic leadership and moral action. We found that the level of Machiavellianism has a significant reversing effect on the relationship between moral reasoning and authentic leadership, such that it becomes negative when Machiavellianism is high. This finding suggests that someone with high moral efficacy and courage will turn into an authentic leader only if they are low on Machiavellianism
11	(Demirtas, 2015)	Ethical Leadership Influence at Organizations: Evidence from the Field	This study examines the mediating effects of organizational justice on the relations of ethical leadership, work engagement and organizational	The findings of this study suggested that relationships do exist between ethical leadership and individual behaviors, but further research is needed to examine more closely the complexities of these relationships. Future researchers should consider

			misbehavior. Also, it investigates the moderating effect of ethical ideology on the relationships among these variables.	capitalizing on the weakness outlined above.
12	(Effelsberg *et al*.,2014)	Transformational Leadership and Follower's Unethical Behavior for the Benefit of the Company: A Two-Study Investigation	This two-study investigation examined the relationship between transformational leadership and unethical yet pro-organizational follower behavior (UPB). Moreover, mediating and moderating processes were addressed.	This two-study investigation examined the relationship between transformational leadership and unethical yet pro-organizational follower behavior (UPB). Moreover, mediating and moderating processes were addressed. Our research yielded a positive relationship between transformational leadership and employees' willingness to engage in UPB.
13	(Den Hartog & Belschak,2012)	Work Engagement and Machiavellianism in the Ethical Leadership Process	we focus on whether ethical leadership always forms an authentic expression of an ethical identity, thus in the second study, we add leader Machiavellianism to the model.	The results suggest a strong identification-related motivational component in the ethical leadership process. Ethical leaders affect follower's self-concept and identity by highlighting how follower efforts are linked to attaining important moral goals and values. This makes work more meaningful in followers' eyes. Followers come to see how their effort and behavior at work forms an expression of the moral values they identify with.

4. Rationale of the study and Research gap

The literature of Machiavellianism is very vast and most of the related studies are been conducted in china and a few in India, more specifically to say, we have reviewed four Machiavellianism related studies in Indian context. Various work-related antecedents had been examined in the ongoing literature which could form the Machiavellianism traits among employees. It has been discussed and reviewed that Machiavellianism could have positive as well as negative outcomes in context of individual and organizational performance. But nowhere in the reviewed literature, we have encountered the effect of organizational politics and exploitative leadership on formation of Machiavellianism traits among employees of that organization. Neither there have been studies relating to well-being of employees and organizational innovative work culture, which could be affected by Machiavellianism traits of employees, either positively or negatively. So, the aforesaid gap in the ongoing literature of Machiavellianism has been detected and relevant contributing variable will be taken in our study so as to make valuable contribution in the literature of Machiavellianism.

5. Proposed Research Model



6. Objectives of the study

1. To explore the dimensions of Machiavellianism traits among employees.
2. To examine the similarities or dissimilarities of Machiavellianism traits in employees across the organizations.
3. To study the effect of organizational culture on Machiavellianism.
4. To examine the effect of Machiavellianism on employee well-being, emotional fatigue and their attitude towards innovation implementation.
5. To study the effect of organizational culture on employee well-being, emotional fatigue and their attitude towards innovation implementation.
6. To propose the guidelines/model of Machiavellianism so as to have employee well-being and innovative work culture in the organization.

7. RESEARCH METHODOLOGY

Research methodology is the specific procedure and technique used to find solution for any research problem. A researcher has to follow various steps to find solution for research problem. The methodology answers two main questions. How the data would be collected and analyzed? Through the methodology process, the researchers acquire deep knowledge about the problem and conclude for suggestion. So, it plays a vital role in research problem.

7.1 Research Design

A research design is a blueprint for fulfilling objectives and answering questions. To study the effect of mentoring on overall development of employees, certain issues are to be explored and certain areas are to be narrated in detail. Hence this study will be exploratory cum descriptive in nature.

7.2 Sampling Design

The sample in the study would be employees working in corporate and government sector of India. The sample size for this research study will comprise of approximately 500 employees who will be selected on the basis of random sampling technique.

7.3 Data Collection

To achieve the objectives, required data will be collected from primary sources. The data required for the study will be collected by personal interviews, emails and google forms with the help of pre-structured and pre-tested questionnaire.

7.4 Statistical Tool

The data collected will be analyzed and interpreted by applying need based statistical tools and techniques like percentage, mean, standard deviation, correlation, regression, exploratory factor analysis, confirmatory factor analysis and structural equation modelling (SEM).

7.5 Relevance of the Study

Mach could be a positively or negatively affect employee well-being and organizational innovation implementation culture. By conducting our study, we would be concrete to elaborate about this trait, so that required adjustment in the organizations could be undertaken and maximum productive behaviour of employee could be exploited**.**

8. ORGANIZATION OF THE STUDY

The study is purposed to be organized in the following chapters:

CHAPTER 1

Introduction: In this chapter, conceptual framework and the objectives of the study undertaken will be highlighted.

CHAPTER 2

Literature review: In this chapter, literature related to topic will be reviewed to support the present study.

CHAPTER 3

Research methodology: This chapter will provide a quick glance on the research process to be followed to achieve the objectives of the study. The chapter will also contain the information on all the statistical tools to be used for analysis and interpretation of data during the course of study.

CHAPTER 4

Analysis and interpretation: This chapter will be dealing with analysis of collected data to achieve the objectives of the study.

CHAPTER 5

Findings and Recommendations: This chapter will summarize the major findings of the study. It will also provide some recommendations based on research findings, which is the goal of this research proposal.

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Signature of Supervisor Signature of candidate

(PROF. B.K. Punia)

Signature of Chairman/Director